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ISYS90045 Professional IS Consulting

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Seminar 5
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Proposals and Negotiation Skills

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Lecture Plan

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Learning topics



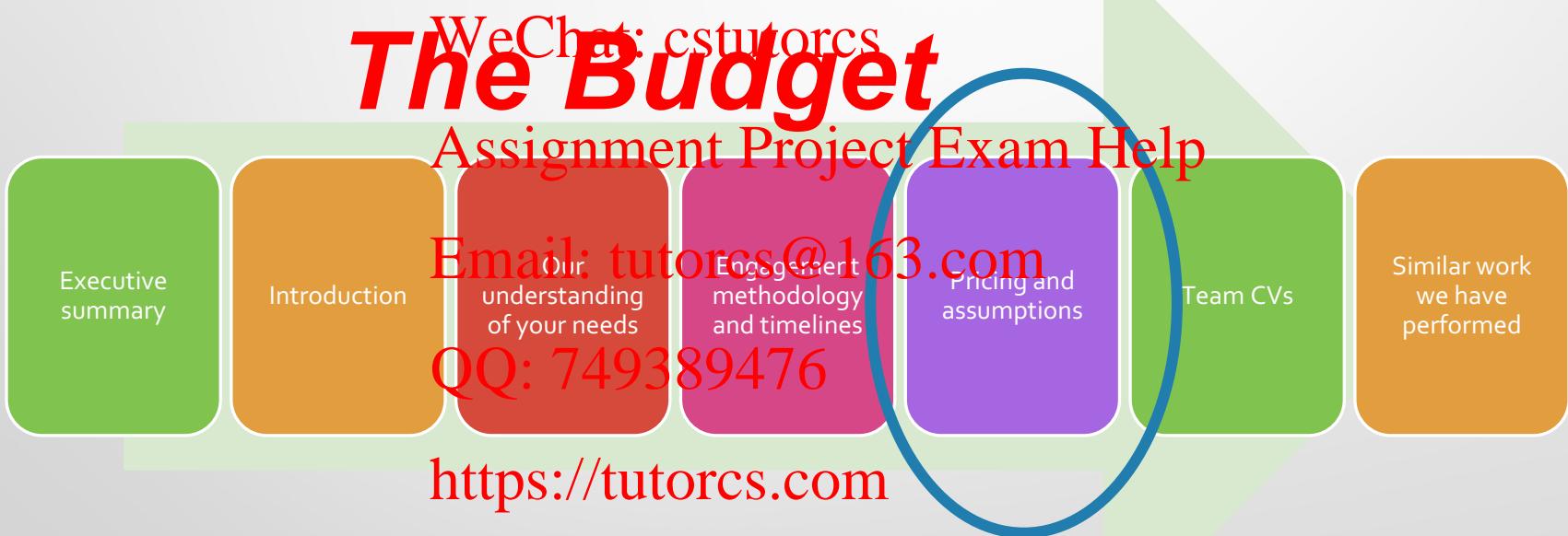
- The Budget
- Governance and Risk
- Negotiation Skills

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Budgeting

Budgeting

- Planning the costs for your project
- Setting the price

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Budget Content:

Revenue

- Invoice receipts

Costs

- People
- Contractors
- Travel and Accommodation
- Equipment
- Office Suppliers
- Subscriptions

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Budgeting

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	A	B	E	
1	Project Budget Report	Tutor CS		
2				
3				
4				
5				
6		2018	2019	
7		Plan	Actual	Plan
8	Labor	82.700	82.600	82.500
9	Travel	9.560	10.032	0
10	Investment	2.493	831	2.493
11	Other cost	2.000	0	0
12	Total cost	96.753	93.663	93.831

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A	B
1 TRAVEL COST (\$)	Enter here cost by multiplying
2	
3	
4	Item type (taken from 'rates' sheet)
5 Annual Sales Conference Chicago (3 people,	flight-St-Louis-Chicago
6 Hotel cost Sales Conf. Chicago	hotel-Chicago
7	
8 Process workshop Seattle (10 attendants, 4 da	flight-St-Louis-Seattle
9 Hotel cost Seattle	hotel-Seattle
10 Other travel costs (10 attendants, 4 days)	flight-St-Louis-Seattle

LABOR COST (\$)		II. Do not enter any data manually here. If you need additional rows, simply copy one of these existing rows.									
Name	Department	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
5 Amy Fisher	Accounting	3.200	3.600	3.200	2.400	1.600	0	4.000	0	0	0
6 John Smith	Sales	4.200	4.900	1.400	700	1.400	0	2.100	0	0	0
7 Rebecca Clark	Maintenance	600	600	600	600	600	0	1.200	0	0	0
8											
10 Thomas Henderson	EXTERNAL-Supervisor	2.200	0	2.200	0	4.400	0	6.600	0	0	0

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Example cost input

Consulting rate card

Role	Description	Rate per hour
Partner	Exceptionally experienced across a wide range of topic areas. Focuses on developing team strategies and leveraging	\$800
Director	Assisting partners in driving sales. Can oversee engagements as a senior manager. Immense subject matter expertise over key areas.	\$500
Manager	Focuses on engagement management, coupled with delivery of the work given that they are subject matter experts over certain areas. Runs more complex meetings.	\$350
Senior Consultant	Good operational knowledge over a few key areas – always learning. Scheduling, running meetings and technically competent up to point. Oversees and review the work of the Analysts (reviewing their work).	\$200
Consultant	The 'doers' on an engagement – conducts basic analysis, 'slice and dice' data in spreadsheets, takes minutes, develops and documents workpapers (but everything they do must be reviewed). Can do good work, but only under supervision.	\$100



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Note: Work days are eight hours long (total weekly hours are 40) for budgeting purposes.

Budgeting

Icarus Case Study: Teaming



Time to think about what you can do!

You have a range of options you can consider for these services. You're going to assume two people will be sent out to the client (a Program Manager and Project Analyst). The lead will need to be able to liaise with senior stakeholders in status meetings, escalate issues and resolve problems day-by-day. The lead will then need support – someone with a bit of experience that can help to coordinate and perform a variety of tasks. The projects and initiatives are not complex – this is a small Agency!

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- Who do you choose?
- What are their roles? <https://tutorcs.com>
- How much is this going to cost?



Governance and Risk

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Executive summary

Introduction

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Our understanding of your needs

Engagement methodology and timelines

Pricing and assumptions

Team CVs

Similar work we have performed

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Risk – What could go wrong?

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- ▶ Risk management and mitigation
 - ▶ What risks might occur during the project?
 - ▶ What risks do you see as something you'd have to deal with?
- ▶ Methodologies
 - ▶ How will you identify and assess these risks?
 - ▶ Will you have a prioritisation process?
 - ▶ The risks that could arise – how have you rated them?
- ▶ Mitigation strategies
 - ▶ How will you control your risks?
 - ▶ How have you proposed controlling the risks you've identified? <https://tutorcs.com>



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▶ Risk concepts:

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Term	Description
Risk	<p>An event that outcome for the project that we need to proactively manage. Examples:</p> <ul style="list-style-type: none"> • Team illness (e.g. for attending workshops) • Client stakeholder issues (no desktops, site access passes, network accounts to facilitate access to documentation) • Technical integration issues (implementing a new system, must ensure it can adequately integrate with existing client platforms and other related systems) • Client rejection of engagement outcomes.
Likelihood	<p>An expression of how likely this risk is to occur. For example:</p> <ul style="list-style-type: none"> • High: Likely to occur once in every three projects/ years • Medium: Likely to occur once in every five projects/ years • Low: Expected to occur once in every 10 projects/ years
Impact	<p>The consequence or outcome of the risk occurring. For projects, often defined as an impact against:</p> <ul style="list-style-type: none"> • Cost: Increase or change to anticipated project budget • Time: Increase to project timelines • Quality: Decrease in quality over the expected project outcomes <p>Need to again express how severe this impact is. For example, for the impact on cost:</p> <ul style="list-style-type: none"> • High: Increase of 40% or above on overall project budget if event were to occur • Medium: Increase of 10-39% on overall project budget • Low: Increase of under 10% of overall project budget.
Mitigation/ remediation	<p>What are the actions or activities you are going to put in place to prevent the risk from occurring, or reduce its impact? For example, for the scenario of a pandemic outbreak:</p> <ul style="list-style-type: none"> • Provide laptops and work-from-home facilities • Ensure adequate remote access (VPN, 4G solutions) • Increase operational team touchpoints – increase to twice-daily standups.



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Risk Assessment

Risk is a scenario measured using a product of

- probability of an event occurring, and
- the impact the event may have.



ISO 31000:2009 Risk Management Standard

Risk Categorisation

- Likelihood
- Consequence

Objective

- Develop mitigation strategies
- Manage Risk

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Risk = Likelihood X Consequence

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Consequence

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		Insignificant	Minor	Significant	Very Significant	Catastrophic
		Highly likely	Medium	High	High	High
Likelihood	Likely	Low	Medium	Medium	High	High
	May Occur	Low	Low	Medium	Medium	High
	Unlikely to occur	Low	Low	Medium	Medium	High
	Hardly Likely	Low	Low	Low	Medium	Medium

Key/Critical Success Factors are risks that need managing

Engagement risk management

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How do we assess these risks?

- ▶ Measure the risk outcome via:



To achieve the **impact X probability** and **risk rating** score, apply a risk matrix:

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Probability	High	Medium	Low
	High	High	Medium
Medium	High	Medium	Low
Low	Medium	Medium	Low

Engagement risk management

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- ▶ Mitigations:
 - ▶ What's your 'comfort zone' / 'threshold of acceptability'?
 - ▶ That is, what level of risk are you willing to accept?
 - ▶ What's the risk rating/ score where you will apply mitigations?
 - ▶ E.g. We will accept low risks; if we rate a risk as medium or above, however, we will actively manage them if they occur.
- ▶ Expectations for your proposals:
 - ▶ What are the common (top 5-10) risks you face in these projects – and how are you prepared to face them (i.e. what are your mitigations?)

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Governance

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- ▶ Project governance
 - ▶ What mechanisms will the client provide direction and decision making for the project?
 - ▶ How will deliverables be accepted and signed off?
 - ▶ What processes will you use to ensure quality?



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Why is this important? Assignment Project Exam Help

- ▶ To sketch out for you:
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- ▶ Internal consulting team structure
- ▶ Liaising point – project management level
- ▶ Governance point – Steering committee with senior management and sponsors.

Project governance and risk

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- ▶ Project owner
- ▶ Roles, responsibilities on the project
- ▶ Status updates, frequency and audience
- ▶ Project decision-making
- ▶ Project escalations.

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Project governance

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- ▶ Let's show our workings...

Client-side/ over



Internal consultancy structure

Governance group	Purpose	Frequency	Attendees
Programme Steering Committee	<ul style="list-style-type: none"> Strategic-level forum Review programme metrics (budget, timelines, key deliverables, risks, issues) Raise strategic issues for decision-making (programme scope, direction, etc). 	Monthly	Programme sponsors, stream leads, partners, Directors

Role	Description
Partner	Overall leadership and ownership for scope of services.

Governance group	Purpose	Frequency	Attendees
Project management	<ul style="list-style-type: none"> Tactical-level forum Review project/ stream progress Raise operational/ delivery risks and issues to track remediation or highlight needs for resolution. 	Weekly	Client Project manager, Directors/ Managers

Role	Description
Director	Providing subject matter expertise; project lead across streams.

Governance group	Purpose	Frequency	Attendees
Stand-ups/ agile scrums	<ul style="list-style-type: none"> Operational delivery sessions Daily rundown of current activities, progress and blockers Track backlog ('to do'). 	Daily	Client delivery team members, Senior Analysts

Role	Description
Manager	Project management and lead over individual streams.

Role	Description
Senior Analysts/ Analysts	Delivery teams – 'do the doing'!

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Engagement Lifecycle Negotiation

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And here.

And here.

We are here.

And here,

And here.

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Introduction to negotiations

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- ▶ Define a negotiation
- ▶ Understand the process of a negotiation
- ▶ Negotiating a salary



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Negotiation

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What is a negotiation?

- ▶ Negotiation is a collaborative process between two or more actors that seek a solution to a common issue or who are bartering over an item of value
- ▶ Negotiation skills include the range of negotiation techniques negotiators employ to create value and claim value in their business negotiations and beyond

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Why do we need to negotiate?

- ▶ Negotiation skills can help you make deals, solve problems, manage conflicts, and build relationships as well as preserve relationships

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Negotiations

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Negotiations can be characterised by:

- ▶ A) Positive discussions aimed at reaching an agreement for both parties
- ▶ B) An awkward dance between 2 parties that don't really trust each other

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How might we go about this?

- ▶ To be a successful in negotiations, you must decide in advance your “bottom line” or “minimum price you will accept” or “maximum amount you are prepared to pay” i.e. Floors and ceilings
- ▶ Be reasonable

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Discussion: The leather jacket

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Scenario:

- ▶ You are trying to buy a leather jacket from a street trader in a foreign country.
- ▶ You really like the jacket, which is a good fit, well made and stylish.



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- ▶ But you think the trader is asking too much.
- ▶ Can you negotiate an acceptable price for both of you? You have a maximum of \$80USD. You also have your credit cards.

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- ▶ Decide what you want to pay and the tactics you will employ making concessions
- ▶ A similar jacket in your country will cost about \$130.USD

When do we need to negotiate?

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Situations that may require some degree of negotiation

- Win/win
- Win/lose
- Lose/lose



Achieving Best And Final Offer “BAFO”

- ▶ These are the prices and the terms that determine the consulting assignment

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Salaries

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- ▶ Your own
- ▶ Do you use an outside offer to gain a salary increase?

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How to negotiate salary?



https://www.youtube.com/watch?v=Xap454_Nq2g

Example: The Job Negotiation

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- ▶ Issues to be negotiated
 - ▶ Base Salary
 - ▶ Bonus
 - ▶ Medical Benefits
 - ▶ Superannuation
 - ▶ Start date
 - ▶ Leave arrangements (e.g. Summer leave)
 - ▶ Travel
 - ▶ Work from home option
 - ▶ Location of desk within the office
 - ▶ Tuition costs for further study

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Styles of Negotiation



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1: “Open Book” negotiation

What does this mean?



What is required by the parties involved in order for this style of negotiation to work?

2 “Take it or leave it” style WeChat: cstutorcs

- What is involved in this situation?
 - What factor is different between the parties involved?

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Styles of Negotiation

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What is the most important word to use in negotiations?



Hint: It is a small word of two letters!

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Discussion: The fruit market

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You are a small market holder selling fruit and vegetables and it is 11.45 am. The market closes in 15 minutes.

You have 20 melons left that are ripe and will not be good for sale by next market day, so you are keen to sell them.

You paid \$20 for these melons.

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What value can you recoup from your investment? What is your strategy?

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The Hardest question

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- ▶ To be truly prepared, you need to negotiate, anticipate questions you don't want to answer.
- ▶ Imagine being asked in the midst of a critical negotiation with a question like one of these:
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 - ▶ What is your cost? What is your profit margin?

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Emotions in Negotiations

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Trust and emotions play a big part in negotiations



Micro expressions/ body language

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▶ Story Telling

▶ it's easier to control expressions when you're talking. So describe what you want or share an anecdote about another negotiating partner who shared concerns similar to theirs and watch how they respond as they listen. Their guard will lower and you can monitor reactions

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Emotions in Negotiations

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Present multiple options



- As you present multiple options to negotiating partners, their micro expressions will tell you which they like and which they don't, sometimes even before they're consciously aware of their preferences. Watch closely to see what their face tells you about each option
- E.g. Displeasure, happiness, aggression
- Modify your options based on these expressions

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Discussion:

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What effect does anger have in negotiations?

Neutrality in Negotiations

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How do we remain neutral during negotiations?
How can our non-verbal cues alter the dynamic?

- ▶ Intentionally
- ▶ Unintentionally

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Examples:

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- ▶ Shaking hands
- ▶ Sitting in your chair

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<https://youtu.be/7AHZIkqmVLo>

Discussion Activity

Case Study: Negotiations

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You're nearly there! You've sent the draft statement of work (contract) for Benny. You've laid out your rates, the preferred resources (team members) and – importantly – the scope of services you will provide him:

- The initial two-week period to demonstrate their project management capability
- Two team members, at agreed rates for two months.



After sending off the email with the contract, the good feeling lasts all of about 45 minutes when one of Benny's procurement managers (Steve) calls you back. Benny forwarded the draft contract to Steve for review – as Steve's role in the agency is to ensure that all contracts contain clauses in-line with Government requirements for the Agency.

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He is not exactly agitated, but this is obviously a negotiation over the rates and services you've provided. Steve is well-known in your team for driving a hard bargain and he is obviously driving an outcome here for Benny's best interests, despite previous agreements and conversations. He starts pushing on contractual conditions – something you've engaged with him before – in order to provide a better outcome from the Agency. You know, however, that any positive outcome for the Agency will have some form of impact on Icarus that you'll have to discuss with the partners. Steve discusses the options (refer next slide). As he lists them, you note down an estimate of the positive impact each will have on your relationship with the Agency.

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You pinch the bridge of your nose and take a breath. Time to get your game-face on! Steve wants to know which items you can consider taking forward in order to amend the contractual provisions.

- How would you rate the (negative) impacts on Icarus from a delivery perspective? Why?
- Which items appear reasonable to accept?
- If the Agency impact score you think Steve will accept is high what combination of conditions are you willing to take on – and why?

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Discussion Activity

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► Supplementary information:



Condition to be met	Impact to the Agency (Benny)	Impact to Icarus
Three-year standard guarantee: For any services provided and used by the Agency, Icarus will guarantee and be liable for resolving all defects associated with these outcomes over the next three years. Useful for Benny, but would open up Icarus to considerable liability.	High (3)	
Christina Marks will lead the project. Steve and one of Benny's team worked with her in a previous engagement and found her great to deal with. Steve wants her on two days per week, with one day being invested time (i.e. non-billable to Benny). Will this work from a budgeting perspective?	High (3)	
Late delivery penalties of \$1,000 for each week of overrun for deliverables provided during the secondment. That is, if your team is late on any deliverable, you are liable to pay back \$1,000 to Benny's procurement team. The fee is not considerable (and your firm's insurance levels are in the millions for similar issues).	High (3)	
Allow the Agency to take ownership of any intellectual property (e.g. methodologies, documentation, frameworks) you develop when providing these services. Not impactful to Icarus as this is a secondment arrangement – therefore anything created as a part of the engagement would be the property of the Agency at any rate...	High (3)	TBC
Due to desk shortages (as the Agency is condensing office locations down from three sites to one), Icarus are to deliver their services remotely three days per week. This has the potential to reduce fidelity of discussions and would mildly increase Icarus's time to deliver work packages.	Medium (2)	
Work commences before agreed start date. As long as your delivery team have capacity, you don't see too much of an issue here.	Medium (2)	
Given this is impactful work with some sensitivities (e.g. releasing Benny's current contractors), Icarus will agree to settle any disputes by internal discussion/ arbitration rather than legal action. Useful for you to have this condition in place as it ultimately reduces your engagement risk....	Low (1)	

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Activity

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▶ For Discuss

- ▶ Steve seems to be pushing quite hard
- ▶ If you're on the phone to Steve right now, what style of negotiation will you use? **WeChat cs tutores**
- ▶ Is this the only style of negotiation?

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Getting to Yes

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Negotiation Games: GETTING TO YES



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[https://tutorcs.com](https://www.youtube.com/watch?v=EKHogHoG6go&ab_channel=ProductivityGame)

Summary

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- Preparing and managing budgets is central part of a consulting assignment
- Managing Risk is a critical governance function
- Negotiations are inevitable in consulting projects
- Good faith and open discussion is key
- Success comes from clarity of understanding

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